

Message Text

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C O N F I D E N T I A L SECTION 1 OF 4 USNATO 4386

E.O. 11652: GDS

TAGS: ETEL, MARR, NATO

SUBJECT: TERMS OF REFERENCE (TOR) OF NICS CONTROLLER,
CENTRAL OPERATING AUTHORITY (CCOA)

REF: A. AC/270-DS/17

B. USNATO 3951

BEGIN SUMMARY. SHAPE HAS MADE RELUCTANT PROGRESS IN DEVELOPING
TOR FOR THE CCOA SINCE THE NATO JOINT C-E COMMITTEE (NJCE)
ASKED FOR THEIR PREPARATION AT ITS OCTOBER 1974 MEETING.
SHAPE DRAFTS TO DATE HAVE TENDED TO ASSIGN THE CCOA ROLE
SOMEWHAT INDEPENDENT OF THE NICS POLICY COMMITTEE AND OF NICSMA.
BOTH THE JOINT C-E WORKING GROUP (JCEWG) AND NICSMA HAVE EXPRESSED
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DISAGREEMENT WITH THE SHAPE APPROACH. IN LATEST MOVE, JCEWG
APPROVED GUIDANCE FOR SHAPE TO FOLLOW IN REVISING MOST RECENT
DRAFT TOR FOR THE CCOA. WE QUOTE FOR YOUR INFORMATION THE DRAFT
TOR AND THE JCEWG GUIDANCE. WE SHALL CONTINUE TO TAKE POSITIONS

SUPPORTING STRONG CENTRAL CONTROL OF NICS AND ASSURING PROPER ROLES FOR NICS POLICY COMMITTEE AND FOR NICSMA. END SUMMARY.

1. AT ITS MARCH 1975 MEETING, THE NATO JOINT C-E COMMITTEE INVITED SHAPE TO PREPARE TOR FOR THE CCOA (SEE REF DECISION SHEET, PARA VI(4)). THE SHAPE ASST CHIEF OF STAFF C-E (ACOS CANDE) (M/GEN RICHER) FORMED A SHAPE PLANNING TEAM TO DEVELOP THE ORGANIZATION STRUCTURE OF THE NICS CENTRAL OPERATING AUTHORITY AND TO PREPARE TOR FOR IT. THE PLANNING TEAM BRIEFED THE JOINT C-E WORKING GROUP (JCEWG) ON JUNE 27, 1975 ON THE APPROACH IT WAS TAKING AND ON ITS PROGRESS TO DATE.

2. THE APPROACH BRIEFED BY THE SHAPE TEAM DID NOT SATISFY EITHER THE JCEWG OR NICSMA. IT GREATLY DILUTED NICSMA'S ROLE IN NICS MANAGEMENT, OPERATION AND MAINTENANCE, AND IT EXCESSIVELY DECENTRALIZED AUTHORITY AND FUNCTION TO THE REGIONAL OPERATING CENTERS (ROC) AND LOCAL CONTROL ORGANIZATIONS (LCO). THE BRIEFING LEFT THE DISTINCT IMPRESSION THAT SHAPE WAS ATTEMPTING TO ESTABLISH THE COA AS A LARGELY AUTONOMOUS BODY REPORTING THROUGH SACEUR TO THE DPC AND HAVING ONLY NOMINAL RESPONSIBILITIES TO NICSMA AND THE NICS POLICY COMMITTEE.

3. ON JULY 9, AFTER THE SHAPE BRIEFING, NICSMA ISSUED STRONGLY WORDED COMMENTS ON THE SHAPE CONCEPT FOR THE COA. THE PAPER, ALONG WITH THE ACOS CANDE'S SENSING OF GENERAL DISSATISFACTION WITH THE CONCEPT, LED TO AN INVITATION TO NICSMA TO DISCUSS CHANGES. CONSEQUENTLY, NICSMA TOOK A SOFTER LINE AT THE NEXT JCEWG MEETING ON JUL 17, AND ITS REPRESENTATIVES EXPRESSED CONFIDENCE THAT NICSMA AND SHAPE, WORKING TOGETHER, COULD DEVELOP A CONCEPT PAPER SATISFACTORY TO BOTH. ALSO AT THIS MEETING, SHAPE REPRESENTATIVES DISTRIBUTED A HANDOUT WHICH WAS A REVISED AND EXPANDED STATEMENT OF THE TOR OF THE CCOA. IN PARALLEL TO THE NICSMA AND SHAPE EFFORTS, THE CHAIRMAN JCEWG (VAN DER WILLIGEN) HAD PREPARED A DISCUSSION PAPER ON THE MAJOR POINTS AND PROBLEM AREAS OF THE EARLIER SHAPE BRIEFING. AT ITS JULY 17 MEETING, THE JCEWG RECOGNIZED THE NICSNA-SHAPE ACCORD, DISCUSSED THE CHAIRMAN'S PAPER AND THE CONFIDENTIAL

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NEW SHAPE-PROPOSED TOR FOR THE CCOA, AND ASKED THE CHAIRMAN TO PREPARE ANOTHER DISCUSSION PAPER BASED ON DEVELOPMENTS UP TO THAT TIME. AS A GROUP, THE JCEWG WAS NOT SATISFIED WITH THE SITUATION AS IT STOOD. MOST MEMBERS DOUBTED THAT SHAPE HAD ABANDONED ITS POSITION OF INDFOR AN UNEQUIVOCAL RESOLUTION.

4. THE JCEWG ADDRESSED THE SUBJECT AGAIN AT ITS MEETING ON AUG 12, 1975. COMPARED TO PREVIOUS MEETINGS, DISCUSSION ON THIS TOPIC WAS BRIEF, FOCUSING ON THE DISCUSSION PAPER (JW(75)46) THE CHAIRMAN HAD PREPARED FOR THE MEETING. THE GROUP AGREED THAT THE SHAPE PLANNING TEAM SHOULD TAKE THIS DISCUSSION PAPER AS GUIDANCE TO BE FOLLOWED IN EXPANDING AND REVISING THE PROPOSED TOR OF THE CCOA. WE QUOTE BELOW THE

TOR AS PROPOSED BY SHAPE ON JULY 15 AND THE VAN DER WILLEGEN COMMENTS ADOPTED BY THE JCEWG AS GUIDANCE. WE TRANSMIT THESE PRIMARILY FOR YOUR INFORMATION AND TO PROVIDE A REPORT ON THE CURRENT STATUS OF THIS TASKING ISSUED BY THE NJCEC LAST OCTOBER. WE SHALL CONTINUE TO TAKE POSITIONS SUPPORTING CENTRALIZED CONTROL OF THE NICS AND ASSURING STRONG ROLES FOR NICSMA AND THE NICS POLICY COMMITTEE IN THE MANAGEMENT, OPERATION, AND MAINTENANCE OF THE NICS.

5. COMMENT: WE BELIEVE THAT A BROAD DEFINITION OF THE NICS IS A KEY ELEMENT IN ASSURING EFFECTIVE CENTRALIZED CONTROL OF NICS. FOR THU REASON, WE SUPPORTED THESIS THAT NICS COMPRISES ALL NATO COMMUNICATIONS EXCEPT THOSE SPECIFICALLY EXCLUDED. (USNATO 3951, REF B APPLIES.) AT FORTHCOMING NJCEC MEETING, OCTOBER 1975, SHAPE MAY CHALLENGE THIS CONCEPT AND SEEK BROADER EXCLUSIONS FROM NICS. WE RECOMMEND THAT US HOLD STEADFAST POSITION AGAINST ANY DILUTING MOVE IN THIS DIRECTION. END COMMENT.

6. QUOTE OF DRAFT TOR FOR THE CCOA PROPOSED BY SHAPE ON JULY 15, 1975.

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BEGIN QUOTE.

THE CONTROLLER, CENTRAL OPERATING AUTHORITY (C/COA)

1. THE CONTROLLER COA IS A MILITARY OFFICER APPOINTED BY SACEUR FROM HIS STAFF (IN CONSULTATION WITH THE NATO INTEGRATED COMMUNICATIONS SYSTEM POLICY COMMITTEE (NICS POLICY COMMITTEE)). HE IS ESTABLISHED AT SHAPE AND WILL BE ASSISTED BY AN INTEGRATED STAFF COMPOSED OF PERSONNEL ASSIGNED BY NATIONS CONTRIBUTING TO THE SHAPE STAFF.

2. AS A TENANT ORGANIZATION OF SHAPE THE CONTROLLER AND THE COA WILL HAVE SUFFICIENT COMMUNICATIONS, ADMINISTRATIVE SUPPORT, SPECIALIST STAFF SUPPORT, AUTOMATIC DATA PROCESSING, SUPPLIES CONFIDENTIAL

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AND FACILITIES TO ACCOMPLISH HIS AGREED TASKS.

TASK AND RESPONSIBILITIES

3. THE CONTROLLER COA WILL EXERCISE OPERATING CONTROL OF THE NATO INTEGRATED COMMUNICATIONS SYSTEM (NICS) IN PEACE AND WAR WITHIN THE POLICY ESTABLISHED BY THE DPC/D(74)25 AND AS DEFINED IN THE AGREED INSTRUCTIONS FOR THE CONTROLLER, ANNEXED TO THE DOCUMENT. AREA OF CONTROL

4. THE CONTROLLER COA WILL EXERCISE OPERATING CONTROL WITHIN THOSE GEOGRAPHICAL AREAS WITHIN WHICH NICS FACILITIES ARE ESTABLISHED, OPERATED AND MAINTAINED.

5. THE WHOLE GEOGRAPHICAL AREA IS SUBDIVIDED INTO FIVE REGIONS THE RESPONSIBILITY FOR WHICH RESTS WITH SACLANT, CINCHAN, CINCNORTH, CINCENT AND CINC SOUTH RESPECTIVELY. AT EACH REGIONAL HQ A REGIONAL OPERATING CENTRE (ROC) WILL BE ESTABLISHED AND WILL BE RESPONSIBLE TO THE C/COA FOR THE OPERATING CONTROL OF THE NICS IN THAT REGION.

AUTHORITY.

6. THE AUTHORITY OF THE CONTROLLER COA IS VESTED BY THE DPC THROUGH THE POLICY ESTABLISHED IN DPC/D(74)25 AND IS APPLICABLE IN PEACE AND WAR.

7. HE HAS THE AUTHORITY:

A. TO MAKE DECISIONS ON ACTIONS WHICH ARE NECESSARY TO MAINTAIN THE OVERALL INTEGRITY OF THE NICS WHILE SAFEGUARDING THE COMMUNICATIONS INTERESTS OF ALL USERS EQUALLY WITH, WHERE APPROPRIATE, DUE REGARD TO THE PREVAILING OPERATIONAL SITUATION;

B. TO DELEGATE TO THE CONTROLLER OF ROC'S SUCH AUTHORITY AS MAY BE NECESSARY FOR THE DISCHARGE OF HIS OPERATING CONTROL RESPONSIBILITIES AND AS CIRCUMSTANCES MAY DICTATE;

C. TO ALLOCATE CIRCUIT CAPACITY OF THE NICS TRANSMISSION MEDIA
TO:

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(1) SUSTAIN AND/OR QUICKLY RESTORE THE AUTOMATED NICS COMMON
USER SWITCHED NETWORK.

(2) SATISFY VALIDATED USER REQUIREMENTS FOR TRUNK CIRCUITS
FOR NON-NICS COMMUNICATIONS.

D. TO STATE REQUIREMENTS FOR GEOGRAPHIC DISTRIBUTION OF LOGISTIC
RESOURCES IN SUPPORT OF THE NICS;

E. TO ESTABLISH, IN CONSULTATION WITH NATIONAL AUTHORITIES, DG
NICSMA AND THE NATO MAINTENANCE AND SUPPLY AGENCY (NAMS)A)
LOGISTIC PRIORITIES IN CONNECTION WITH BUILDING UP, EQUIPPING
AND MAINTAINING THE UNITS UNDER HIS OPERATING CONTROL;

F. TO DETERMINE THE LOCATION AND DEPLOYMENT OF PERSONNEL ALL-
OCATED TO THE NICS AFTER CONSULTATION AND AGREEMENT WITH NATIONAL
AUTHORITIES CONCERNED;

G. TO CALL FOR REPORTS REGARDING SYSTEM EFFECTIVENESS AND
SUPPORT;

H. TO MAKE INSPECTIONS, WHERE NECESSARY, WITHIN THE AREA OF
HIS CONTROL AND IN CONSULTATION WITH NICSMA AND THE APPROPRIATE
CONTROLLER ROC;

I. TO HAVE DIRECT ACCESS TO NATIONAL AUTHORITIES TO FACILITATE
THE ACCOMPLISHMENT OF HIS OPERATING CONTROL RESPONSIBILITIES;

J. TO PROPOSE TO THE NICSO POLICY COMMITTEE, IN CONSULTATION
WITH THE THREE MNC'S AND NICSMA SUCH CHANGES IN HIS OPERATING
CONTROL STRUCTURE AS HE MAY CONSIDER NECESSARY.

RELATIONSHIPS

8. C/COA-SACEUR: THE CONTROLLER COA IS RESPONSIBLE TO SACEUR
AS HIS DIRECT SUPERIOR FOR THE PROMPT AND EFFECTIVE ACCOMPLISH-
MENT OF HIS MISSION WHICH IN TURN IS GIVEN TO HIM BY:

A. THE DPC THROUGH THE NICSO EITHER BY THE NICSO POLICY COMMITTEE
DIRECTLY IN THE FORM OF OVERALL SYSTEMS POLICIES OR BY THE DG
NICSMA IN THE FORM OF SYSTEMS INSTRUCTIONS AND CRITERIA FOR
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THE NICS;

B. THE MNC'S IN THE FORM OF TECHNICAL INSTRUCTIONS AND
CRITERIA BASED ON MILITARY COMMITTEE (MC) POLICIES WHERE
LOGISTICS SUPPORT FOR NON-NICS EQUIPMENT IS CONCERNED.

9. C/COA-NICSO POLICY COMMITTEE: THE CONTROLLER COA IN PERFORMING
HIS DUTIES, WILL OPERATE THE NICS IN ACCORDANCE WITH AND BE
RESPONSIVE TO THE OVERALL SYSTEMS POLICIES ISSUED BY THE NICSO
POLICY COMMITTEE. IN DISCHARGING HIS RESPONSIBILITIES HE WILL
ALWAYS OBSERVE THESE POLICIES AND WILL USE HIS AUTHORITY TO
ENSURE THAT THEY ARE OBSERVED WITHIN THE LOWER ECHELONS OF THE
OPERATING CONTROL ORGANISATION AND AT OPERATING UNITS; THUS
ENSURING THE INTEGRITY OF THE NICS AND PROVIDING THE REQUIRED
SERVICE TO NICS USERS. HOWEVER, IN TIMES OF CRISIS OR WAR,
THIS SHOULD NOT CONSTRAIN HIM FROM MAKING DECISIONS ON HIS OWN
JUDGEMENT TO MAINTAIN THE INTEGRITY OF THE NICS AND SUSTAIN
THE SERVICE TO USERS IN THE LIGHT OF PREVAILING OPERATIONAL
SITUATIONS.

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10. C/COA-DC NICSMA: THE CONTROLLER COA IN PERFORMING HIS DUTIES WILL
OPERATE THE NICS IN ACCORDANCE WITH AND BE RESPONSIVE TO THE

TECHNICAL INSTRUCTIONS AND CRITERIA ISSUED BY THE DG NICSMA. IN DISCHARGING HIS RESPONSIBILITIES HE WILL IMPLEMENT THOSE INSTRUCTIONS WITHIN THE GIVEN CRITERIAL THROUGH STANDING OPERATING PROCEDURES AND ORDERS AMPLIFYING THEM AS NECESSARY TO MEET THE REQUIREMENTS OF THE

OPERATING CONTROL ORGANISATION AND OPERATING UNITS FOR THEIR ACCOMPLISHMENT AND, WHERE APPLICABLE, TO USERS CONNECTED TO THE NICS. THE C/COA WILL BE RESPONSIBLE FOR NOTIFYING DG NICSMA OF THE REQUIREMENTS FOR SOFTWARE PROVISION AND MODIFICATION TO REFLECT CONTINGENCY, OPERATIONAL, TECHNICAL AND OTHER PLANS.

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11. C/COA-MNCS: SINCE THE PRINCIPAL TASK OF THE NICS IS TO FULFILL THE REQUIREMENTS OF THE MNCS#THE CONTROLLER COA WILL ESTABLISH AND MAINTAIN SPECIAL LIAISON AND COORDINATION WITH THE MNCS IN MATTERS WHICH APPLY TO:

A. THEIR ACCESS TO THE AUTOMATED NICS COMMON USER SWITCHED NETWORKS AND THE SERVICE THIS SYSTEM WILL PROVIDE FOR THEM;

B. THEIR DEDICATED CIRCUITS ROUTED OVER THE NICS TRANSMISSION MEDIA;

C. THE LOGISTICS SUPPORT PROVIDED BY THE COA/ROC FOR NON-NICS FACILITIES WITHIN THEIR AREA OF RESPONSIBILITY. SINCE ALL MNCS DIFFER IN STRUCTURE AND ORGANISATION THE C/COA, WHERE APPROPRIATE, WILL COORDINATE INSTRUCTIONS AND STANDING OPERATING PROCEDURES WITH THEM PRIOR TO ISSUE.

FOOT NOTE

(ARTICLE 16(B) OF CM(71)19 DTD 26 MAR 71

END FOOTNOTE

END QUOTE

7. QUOTE OF JW(75)46, ADOPTED BY JCEWG AS GUIDANCE TO SHAPE IN REVISING TOR QUOTED ABOVE.

BEGIN QUOTE;

TO: MEMBERS JOINT COMMUNICATIONS-ELECTRONICS WORKING GROUP

FROM: CHAIRMAN, JOINT COMMUNICATIONS-ELECTRONICS WORKING GROUP

SUBJECT: JCEWG GUIDANCE AND TERMS OF REFERENCE OF THE CCOA

MEMBERS WILL RECALL THAT A GENERAL DISCUSSION WAS HELD AT THE JOINT COMMUNICATIONS-ELECTRONICS WORKING GROUP (JCEWG) MEETING ON 17TH JULY, 1975 ON THE APPROACH BEING TAKEN BY THE SHAPE PLANNING TEAM IN DEVELOPING THE STRUCTURAL ORGANISATION OF THE CENTRAL OPERATING AUTHORITY (COA) AND THE TERMS OF REFERENCE OF THE CONTROLLER, CENTRAL OPERATING AUTHORITY (CCOA). THIS DISCUSSION WAS CENTRED AROUND THE REFERENCED DOCUMENT,

JW(75)41, AND THE BRIEFING HANDOUT WHICH WHICH HAD BEEN PREPARED BY THE SHAPE PLANNING TEAM AND DISTRIBUTED SUBSEQUENT TO THEIR CONFIDENTIAL

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PRESENTATION OF THIS SUBJECT ON 27TH JUNE 1975.

2. FOLLOWING THE GENERAL DISCUSSION, THE SHAPE PLANNING TEAM INFORMALLY DISTRIBUTED A REVISED DRAFT OF THE PROPOSED TERMS OF REFERENCE FOR THE CCOA IN WHICH THEY HAD ATTEMPTED TO INCORPORATE MANY OF THE POINTS MADE AT THE TIME OF RHE BRIEFING AND REQUESTED THE VIEWS OF THE WORKING GROUP MEMBERS ON THE REVISED DRAFT OF THE TERMS OF REFERENCE. THE HEAD OF THE SHAPE PLANNING TEAM STRESSED THAT THE REVISED DRAFT HAD NO OFFICIAL STATUS AND SIMPLY REPRESENTED THE FURTHER ELABORATION OF THE DELIBERATIONS OF THE PLANNING TEAM AND HE WOULD APPRECIATE IT IF MEMBERS WOULD LIMIT THEIR REMARKS TO THE GENERAL ISSUES INVOLVED RATHER THAN A DETAILED EXAMINATION OF THE ACTUAL WORDING.

3. BY NOW, MEMBERS WILL HAVE HAD THE OPPORTUNITY TO STUDY THE REVISED SHAPE PLANNING TEAM HANDOUT, AND IN KEEPING WITH ISSUES, I HAVE ATTEMPTED TO SELECT THE PRINCIPLE POINTS WHICH I BELIEVE NEED FURTHER ATTENTION AND CLARIFICATION BY THE PLANNING TEAM. NOTWITHSTANDING, I AM SURE THE SHAPE PLANNING TEAM WILL WELCOME ADVISE CONCERNING ANY AREAS THE WORKING GROUP FEEL I HAVE OMITTED.

4. STRUCTURE AND IDENTITY

I BELIEVE ONE OF THE MOST IMPORTANT ORGANISATIONAL PRINCIPLES ASSOCIATED WITH THE DEVELOPMENT OF THE COA IS THAT IT WILL BE A SEPARATE AND DISTINCT ENTITY. THIS POINT SHOULD BE MADE PARTICULARLY CLEAR IN ALL GOVERNING ORGANISATIONAL DOCUMENTS. UNFORTUNATELY, THIS PRINCIPLE IS NOT MADE SUFFICIENTLY CLEAR IN THE SHAPE PLANNING TEAM REVISED DRAFT TORS. FOR EXAMPLE, IN PARAGRAPH 1, IT IS STATED THAT "HE IS ESTABLISHED AT SHAPE" AND THAT THE STAFF WILL BE COMPOSED OF PERSONNEL FROM NATIONS CONTRIBUTING TO THE SHAPE STAFF. THIS PRINCIPLE IS MUDDIED STILL FURTHER IN PARAGRAPH 2. IT IS MY VIEW THAT THE WORKING GROUP WOULD WISH THAT IT BE MADE CRYSTAL CLEAR THAT THE COA IS A SEPARATELY CONSTITUTED ORGANISATION DISTINCT FROM THE SHAPE STAFF IN GENERAL, AND THE ACOS CANDE DIVISION IN PARTICULAR. IN THE EXAMPLE I HAVE TAKEN ABOVE, I WOULD SUGGEST THAT THE DOCUMENT STATES SOMETHING TO THE EFFECT THAT THE CCOA IS A SEPARATE AND DISTINCT AUTHORITY CO-LOCATED WITH SHAPE AT CASTEAU, BELGIUM, AND AS THE COA SERVES ALL NATO USERS, THE STAFF SHOULD BE COMPOSED OF PERSONNEL FROM ALL ALLIANCE NATIONS.

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5. RESPONSIBILITIES

IT IS CLEARLY STATED IN THE NICS CHARTER AND IN

DPC/D(74)25 UNDER THE ORGANISATIONAL FRAMEWORK SECTION AT PARAGRAPH 8 THAT THE POLICY COMMITTEE IS RESPONSIBLE TO THE DEFENCE PLANNING COMMITTEE (DPC) FOR THE EFFICIENT MANAGEMENT AND OPERATION OF THE NICS. NOTWITHSTANDING THAT THE CCOA'S RELATIONSHIP TO THE POLICY COMMITTEE IS DEALT WITH TO SOME DEGREE IN THE DRAFT TOR UNDER THE RELATIONSHIPS SECTION, I AM SURE OF THE OPINION, BECAUSE OF ITS IMPORTANCE TO THE OVERALL STRUCTURE OF THE COA, THAT IS IS ESS-

ENTIAL TO ESTABLISH THE CCOA'S TASKS AND RESPONSIBILITIES AS THEY RELATE TO THE POLICY COMMITTEE SO AS TO ENSURE THAT OVERALL RESPONSIBILITY OF THE POLICY COMMITTEE TO THE DPC IS MAINTAINED. PARAGRAPH 3 OF THE DRAFT FAILS TO MAKE THIS VERY ESSENTIAL FACT IN CLEAR AND UNEQUIVOCAL TERMS.

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6. AUTHORITY

THE FIRST POINT I WOULD LIKE TO MAKE IN REGARD TO THE SECTION THE PLANNING TEAM REFERS TO AS AUTHORITY OF THE CCOA, CONCERNS THE MAINTENANCE OF THE OVERALL INTEGRITY OF THE NICS. IN PRACTICAL TERMS THIS IS A CO-ORDINATED RESPONSIBILITY OF BOTH THE DIRECTOR GENERAL, NICSMA AND THE CCOA. WHILE NICSMA IS ASSIGNED THE OVERALL RESPONSIBILITY FOR MAINTAINING

SYSTEMS INTEGRITY, THE ACTUAL PERFORMANCE OF THE TASKS NECESSARY TO MAINTAIN THE INTEGRITY WILL BE PERFORMED BY THE COA. IN OTHER WORDS, THE DIRECTOR GENERAL, NICSMA ISSUES THE NECESSARY DIRECTIVES AND THE CCOA PERFORMS THEM. THE CO-ORDINATED ASPECTS OF THIS IMPORTANT FUNCTION MUST BE INCLUDED IN THE TOR OF THE CCOA. THESE ARE NOT, AT PRESENT, CONFIDENTIAL

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CLEARLY ENOUGH STATED.

7. THE PLANNING TEAM DRAFT DEVOTES A GREAT DEAL OF ATTENTION TO THE ACTIONS WHICH THE CCOA HAS THE AUTHORITY TO TAKE, BUT I HAVE THE FEELING IN READING THE VARIOUS POINTS THAT THE PRESENT DRAFT DOCUMENT TAKES INSUFFICIENT ACCOUNT OF THE ESSENTIAL GOVERNING PRINCIPLES THAT MUST BE ESTABLISHED AND FOLLOWED FOR THE EFFICIENT DIRECTION AND OPERATION OF AN AUTOMATED SYSTEM IF THE REQUIREMENTS OF ALL THE USERS ARE TO BE SATISFIED. IT IS PARAMOUNT THAT THE OVERALL REQUIREMENTS OF ALL THE USERS BE GOVERNED BY A SYSTEM FOR PRIORITY OF SERVICE. THE PRIORITY ASSIGNED TO A PARTICULAR SERVICE FOR A USER MUST BE MADE IN ACCORDANCE WITH THE CRITERIA UPON WHICH MAINTENANCE OR RESTORATION OF SERVICE WILL BE UNDERTAKEN. SUCH CRITERIA, WHICH IS YET TO BE DEVELOPED, OBVIOUSLY MUST BE APPROVED BY THE POLICY COMMITTEE. THE RESULTING IMPLEMENTATION OF PRIORITY ASSIGNMENTS BASED UPON THIS CRITERIA MUST BE UNDERSTOOD AND AGREED BY BOTH THE CCOA AND THE APPROPRIATE USER. SHOULD THESE NOT BE AGREED, THEN SOME FORM OF ADJUDICATION WOULD BE REQUIRED BY HIGHER AUTHORITY. THIS PRINCIPLE IN THE OPERATION OF AUTOMATED SYSTEMS IS FUNDAMENTAL TO ESTABLISHING CREDIBILITY OF SERVICE TO A PARTICULAR USER UNDER VARYING CIRCUMSTANCES. THE CCOA MUST OPERATE THE SYSTEM ACCORDINGLY AND CANNOT BE PERMITTED TO HAVE THE FREE-HAND AUTHORITY SUGGESTED IN PARAGRAPH 7(A) AND (B) OR THE CREDIBILITY OF THE SYSTEM IN SATISFYING USERS REQUIREMENTS WOULD BE IN JEOPARDY. AGAIN THE AUTHORITY FOR ACTIONS SUGGESTED IN (C) SHOULD BE CATERED FOR AUTOMATICALLY BY THE SYSTEM IF THE USER REQUIREMENTS AND PRIORITIES ARE PROPERLY VALIDATED AND ASSIGNED. THE ABOVE HAVING BEEN SAID, OF COURSE, I RECOGNIZE THAT THE GRADUAL TRANSITION TO THE FULLY AUTOMATED NICS WILL NECESSITATE VARYING DEGREES OF MANUAL INTERVENTION. SUCH MANUAL INTERVENTIONS BY THE COA MUST NOT BRING INTO QUESTION A VALIDATED SERVICE TO A USER THROUGH THE THREAT OF JUDGEMENTAL INTERVENTION, WHICH WOULD CONTRAVENE ESTABLISHED PRINCIPLES.

8. ANY AUTHORITY OF THE CCOA IN THE LOGISTICS ASPECTS AS PROPOSED IN 7(D) AND (E) MUST OF NECESSITY, AWAIT THE DEVELOPMENT AND APPROVAL OF THE NICS LOGISTIC SUPPORT PLAN. CONFIDENTIAL

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IN THE INTERIM, ANY STATEMENTS REGARDING LOGISTICS SHOULD BE IN ACCORDANCE WITH THE DRAFT PLANS BEING DEVELOPED JOINTLY BY NICSMA AND THE MNCS. YOU WILL RECALL IN MY EARLIER PAPER JW(75)41 I STATED THAT THE DEFINITION OF THE NICS, THE LOGISTIC SUPPORT PLAN AND THE TOR FOR THE CCOA SHOULD BE DEVELOPED IN CONCERT.

9. RELATIONSHIPS

UNFORTUNATELY, I FIND THE SECTION ON RELATIONSHIPS CONTINUES TO BE UNSATISFACTORY. WHILE THE CCOA/SACEUR RELATIONSHIP HAS BEEN CLEARLY SET OUT IN DPC/D(74)25 AND IS RESTATED IN THE DRAFT, WHAT IS LACKING IN THE DEFINED RELATIONSHIP BETWEEN THE CCOA AND SHAPE. IT SEEMS TO ME THAT THIS RELATIONSHIP WOULD BE SIMILAR TO THAT AS WITH OTHER MNCS AND MAJOR USERS. THERE IS ALSO, OF COURSE, THE NEED TO MAKE A CLEAR DISTINCTION BETWEEN THE CCOA STAFF AND THE SHAPE CANDE DIVISION STAFF. IN THIS REGARD, I NOTE THE REMARKS IN PARAGRAPH 2 CONCERNING THE SUPPORT AVAILABLE TO THE COCA FROM THE SHAPE STAFF IN HIS TENANT RELATIONSHIPS AT CASTEAU. HOWEVER, I WOULD EXPECT THAT A GREAT DEAL OF SUPPORT THE COA WOULD NEED TO SUPPORT THE TASK OF OPERATING THE SYSTEM WOULD BE DRAWN FROM NICSMA, PARTICULARLY AS THIS AGENCY IS SPECIFICALLY DESIGNED AND STAFFED FOR NICS PURPOSED IN THE AREAS OF ADP, ENGINEERING , ETC.

10. THE CCOA/POLICY COMMITTEE RELATIONSHIPS (PARAGRAPH 9)
I HAVE ALREADY SAID ENOUGH ABOUT. HOWEVER, I AM AGAIN SOMEWHAT APPREHENSIVE OF SUCH REFERENCES AS THAT AGAIN MADE IN THIS SECTION OF THE DRAFT IN REGARD TO INDEPENDENT JUDGEMENTAL ACTIONS WITHOUT REFERENCE TO MAINTAINING AGREED SYSTEMS PRIORITIES.

11. LASTLY, I WOULD REFER TO THE CCOA/MNC RELATIONSHIPS, AND HERE, I WOULD TAKE ISSUE THAT THE PRINCIPLE TASK OF THE NICS IS TO FULFIL THE REQUIREMENTS OF THE MNC'S. WHILE OVER 90 PCT OF THE NICS REQUIREMENTS ARE MILITARY IN NATURE, IN MY VIEW THE PRINCIPLE TASK OF THE CCOA IS TO OPERATE A SYSTEM TO THE REQUIREMENTS OF ALL USERS IN ACCORDANCE WITH OTHER ESTABLISHED PRIORITIES.

12. CONCLUSION
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I REALISE THAT THE SHAPE PLANNING TEAM IS FACING A MOST DIFFICULT AND COMPLICATED TASK. I WOULD THEREFORE WISH TO EXPRESS APPRECIATION FOR THE WAY THE TEAM IS GOING ABOUT THEIR JOB; AND THE ABOVE COMMENTS, IF ACCEPTED BY THE JCEWG SHOULD ASSIST IN BRINGING ABOUT A PAPER WHICH WILL STAND A GOOD CHANCE OF BEING ACCEPTED IN ITS FIRST ROUND.

13. I RE-EMPHASIZE THAT THE FORTHCOMING MEETING OF THE JCEWG

IS THE LAST POSSIBILITY FOR NATIONS TO COMMENT; SHAPE HAS INDICATED THAT GUIDANCE RECEIVED AFTER MID-AUGUST COULD NOT BE INCORPORATED IN THE DOCUMENT THEY WILL PREPARE FOR CONSIDERATION BY THE NJCEC AT THEIR OCTOBER MEETING.

14. RECOMMENDATION

IT IS RECOMMENDED THAT THE JCEWG DISCUSS AND SUBSEQUENTLY ENDORSE THE ABOVE DOMMENTS

(SIGNED) J.H.R. VAN DER WILLIGEN

END QUOTE.

BRUCE.

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<< END OF DOCUMENT >>

Message Attributes

Automatic Decaptioning: X
Capture Date: 18 AUG 1999
Channel Indicators: n/a
Current Classification: UNCLASSIFIED
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Decaption Note:
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Disposition Approved on Date:
Disposition Authority: CunninFX
Disposition Case Number: n/a
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TAGS: ETEL, MARR, NATO
To: STATE
SECDEF INFO OTP
DCA
MCEB
JCS
USNMR SHAPE

USCINCEUR
USLOSACLANT
CINCLANT
DIRNSA FT MEADE MD

Type: TE

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